UNITED STATES OF AMERICA
POSTAL REGULATORY COMMISSION
WASHINGTON, D.C. 20268-0001

Annual Compliance Report, 2020   Docket No. ACR2020

CHAIRMAN'S INFORMATION REQUEST NO. 23

(Issued March 4, 2021)

To clarify the Postal Service's FY 2020 Annual Performance Report (*FY 2020 Report*) and FY 2021 Annual Performance Plan (*FY 2021 Plan*),[1] the Postal Service is requested to provide written responses to the following requests. Answers should be provided to individual requests as soon as they are developed, but no later than March 11, 2021.

Excellent Customer Experience

1.   Observers have noted increasing delays in unloading mail at postal facilities in 2020.[2] Please explain whether the Postal Service has identified an increase in such delays and, if so, whether these delays and disruptions are reflected in any Customer Experience (CX) survey results. In the response, please identify any connections between the survey results and delays or disruptions and provide supporting quantitative data if available.

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[1] The *FY 2020 Report* and *FY 2021 Plan* are included in the Postal Service's FY 2020 *Annual Report to Congress*, which the Postal Service filed with the FY 2020 *Annual Compliance Report*. *United States Postal Service Fiscal Year 2020 Annual Report to Congress* at 31-57; *see* Library Reference USPS-FY20-17, December 29, 2020, file "FY2020.Annual.Report.USPS.FY20.17.pdf" (*FY 2020 Annual Report*).

[2] *See, e.g.*, Ellie Rushing, *Thousands of delayed packages are piled up at Pa. Postal Service facilities: 'You're not gonna get your Christmas presents*,' The Philadelphia Inquirer, Dec. 18, 2020; available at: *https://www.inquirer.com/business/usps-package-tracking-delays-philadelphia-christmas-2020-20201218.html*; Leo Raymond, *Lack of Information Continues About Delays at USPS Facilities*, Mailer Hub, Dec. 9, 2020; available at:

2.   The Business Mail Entry Unit (BMEU) survey measures business customers' overall satisfaction with their experience at BMEUs. *FY 2020 Annual Report* at 37. Some bulk mailers have a third party service provider transport the mail to BMEUs. Please explain whether and how the BMEU survey measures the customer experience of bulk mailers, third party service providers who drop off mail at BMEUs, or both. If the Postal Service does not measure customer experience of third party service providers who drop off mail at BMEUs, please explain why.

3.   The following requests relate to the pandemic's impact on customer experience.

  a.   Please explain whether and how the Postal Service identified and resolved pandemic-specific chokepoints related to customer experience during the pandemic. If the Postal Service did not identify and resolve pandemic-specific chokepoints related to customer experience during the pandemic, please explain why.

  b.   Please explain whether and how the Postal Service measured the impact of pandemic-related chokepoints on customer experience using CX surveys or other CX metrics. Please provide supporting quantitative data if available. If the Postal Service did not measure the impact of pandemic-related chokepoints on customer experience, please explain why.

  c.   Please explain whether and how the Postal Service provided notice and information to customers and stakeholders about changes resulting from pandemic-related chokepoints. In the response, please:

    i.   Provide specific examples of how the Postal Service communicated these changes to customers and stakeholders.

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https://www.mailershub.com/index.php?option=com_dailyplanetblog&view=entry&year=2020&month=12 &day=08&id=85:lack-of-information-continues-about-delays-at-usps-facilities.

ii. Explain how the Postal Service provided this notice and information specifically to customers who vote by mail or send or receive prescription drugs using the mail.

d. Please explain whether and how the Postal Service followed up with customers after they provided feedback and expressed pandemic-related concerns. If the Postal Service did not follow up with customers, please explain why.

e. Please explain how the pandemic impacted FY 2020 CX survey results, and describe any CX trends the Postal Service identified when reviewing results received during the pandemic. In the response, please provide examples of how these trends, CX survey results, or related customer feedback caused the Postal Service to change or reevaluate its operations or policies to improve customer experience.

4. In FY 2020, the Delivery survey asked separate questions to measure customer experience with packages.[3] Please explain whether the Postal Service has identified reasons for customer dissatisfaction with package delivery using the Delivery survey or other CX metrics. In the response, please describe reasons for customer dissatisfaction with package delivery, as well as the Postal Service's plans and timelines to address those concerns. If the Postal Service has not identified reasons for customer dissatisfaction with package delivery, please explain whether and how the Postal Service intends to do so in FY 2021.

5. A survey from the Pew Research Center conducted from March 24, 2020 through March 29, 2020 found that 91 percent of Americans have a favorable view of the

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[3] United States Postal Service FY 2020 Annual Compliance Report, December 29, 2020, at 43.

Postal Service.[4] Please explain whether the Postal Service uses a similar metric (internal or external) to measure public opinion or approval of the Postal Service.

a.   If the Postal Service measures public opinion or approval, please:

      i.   Describe the metric and identify the applicable question(s) on each CX survey.

      ii.   Provide all results for each metric and CX survey question since April 2020 disaggregated by month. If the Postal Service is unable to disaggregate the results by month, please explain why and provide the data disaggregated by an alternative time period. If an alternative time period is used, please explain the reasons for selecting that time period.

b.   If the Postal Service does not measure public opinion or approval of the Postal Service, please explain why, and describe any plans to do so in FY 2021.

6.   Mailers, stakeholders, and the general public have had increasing concerns with low service performance results during FY 2020.[5] There have also been concerns with the Postal Service's communication with mailers, stakeholders, and the general public about Postal Service initiatives and actions to resolve customer concerns.[6]

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[4] Pew Research Center, *Public Holds Broadly Favorable Views of Many Federal Agencies, Including CDC and HHS*, April 9, 2020, at 5; available at: *https://www.pewresearch.org/politics/2020/04/09/public-holds-broadly-favorable-views-of-many-federal-agencies-including-cdc-and-hhs/*.

[5] *See, e.g.,* Emily Badger, Quoctrung Bui and Margot Sanger-Katz, *The Postal Service Survived the Election. But It Was Crushed by Holiday Packages.*, January 19, 2021; available at: *https://www.nytimes.com/interactive/2021/01/19/upshot/postal-service-survived-election-but-crushed-by-holidays.html?searchResultPosition=5*.

[6] *See* United States Postal Service, Office of Inspector General, Report No. 21-014-R21, Deployment of Operational Changes, November 6, 2020, at 2.

a. Please describe any plans to conduct a public relations, media, or outreach campaign to respond these concerns expressed by mailers, stakeholders, and the general public. If the Postal Service plans to conduct such a campaign, please:

   i. Explain whether the public relations, media, or outreach campaign will be being handled within the Postal Service or by an outside media organization.

   ii. If the campaign will be handled by an outside media organization, please provide the name of that organization.

b. If the Postal Service does not plan to conduct a public relations, media, or outreach campaign to respond to these concerns, please describe all efforts made and actions taken to combat negative public perception of the Postal Service that developed during FY 2020.

Safe Workplace and Engaged Workforce

7. The Postal Service measures employee engagement using the Postal Pulse survey and evaluates progress using the Survey Response Rate. *FY 2020 Annual Report* at 42.

a. Please provide a copy of the Postal Pulse survey administered in FY 2020.

b. Please explain how the Postal Pulse survey was administered during FY 2020 (*e.g.*, on site, on-the-clock implementation). In the response, please specify whether the surveys were distributed by mail, email, or both.

c. Please describe the methodology for calculating the Survey Response Rate. In the response, please provide for FY 2020 the number of surveys sent and the adjusted number of employees who responded to the survey.

    d.   Please provide a table listing the FY 2020 mean scores for each item on the survey (including Item 0 on overall satisfaction).

8.   Some companies use the Employee Net Promoter Score (eNPS) to measure employee engagement by asking employees, "On a scale of 0 to 10, how likely is it that you would recommend this company as a place to work?"[7] Please explain whether and how the Postal Service uses the eNPS or a similar metric to evaluate whether employees would recommend the Postal Service as a place to work.

    a.   If the Postal Service uses the eNPS or similar metric, please:

        i.   Describe the metric and identify the applicable question(s) on each CX survey.

        ii.   If the Postal Service uses a platform or program for measuring and analyzing eNPS results, provide the name of the platform.

        iii.   Provide FY 2020 results. If the Postal Service is able to disaggregate the results by month or fiscal quarter, please provide the disaggregated results as well as the results aggregated for FY 2020 as a whole.

        iv.   Describe any lessons learned as well as changes or initiatives implemented in response to results or feedback from the eNPS or a similar metric.

    b.   If the Postal Service does not use the eNPS or a similar metric, please explain why.

9.   In the *FY 2020 Annual Report*, the Postal Service states, "employees in mid-level leadership roles were provided with additional training throughout FY 2020 that

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[7] CultureIQ, *The Employee Net Promoter Score: The what, the why, the how*, September 30, 2020; available at: *https://cultureiq.com/blog/employee-net-promoter-score/*.

focused on developing relationships based on the elements of engagement." *FY 2020 Annual Report* at 43.

a. Please describe this additional training in detail and provide examples of how this training resulted in increased employee engagement.

b. Please describe all other training initiatives implemented in FY 2020 to improve employee engagement. In the response, please provide examples of how these training initiatives resulted in increased employee engagement.

10. Employee empowerment refers to a "management philosophy that emphasizes the importance of allowing employees to make independent decisions and act on them."[8] Please explain whether and how the Postal Service empowers employees in the workplace, such as through training and entrusting employees to make decisions and act as advocates for customers.

By the Chairman.

Michael Kubayanda

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[8] BambooHR, *Employee Empowerment*, An HR Glossary for HR Terms (accessed March 2, 2021); available at: *https://www.bamboohr.com/hr-glossary/employee-empowerment/*.